CHILTON'S COMMERCIAL CARRIER JOURNAL

CCJ

FOR PROFESSIONAL FLEET MANAGERS MAY 1992

CHARLES R. JAYNES
CENTRAL FREIGHT LINES
1992
FLEET MAINTENANCE EXECUTIVE
CAREER
LEADERSHIP
AWARD

NTSB's Bad News About Brakes

Hazardous Shop Waste

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52 1992 CAREER LEADERSHIP AWARD WINNER: CHARLIE JAYNES
Making a job look easy is one mark of competence. Take someone who makes it look like fun, add a lasting love of maintenance, of people, of God and Texas, and you're describing Charlie Jaynes. He's recently-retired director of purchasing and maintenance for Central Freight Lines, and CCJ's award winner.

63 DEALING WITH HAZARDOUS SHOP WASTE
Fraudulent test results, conflicting regulations and the changing status of used oil make hazardous-waste management a challenge for all fleets. This article will keep you up-to-date on what's happening.

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HONOR AND GRACE

This issue of CCJ is dedicated to Don Dawson, who died at home earlier this year. As vice president of maintenance for Roadway Express, he was our 1991 Career Leadership Award recipient.

Widely regarded as one of the most innovative and inspirational leaders in fleet maintenance, the industry will be a long time sorting out the ultimate scope of Don's legacy to trucking, his profession and, especially, his many friends.

We will continue to celebrate his creative intellect, achievements and total command of his profession. We will recall with a smile his eager, self-deprecating wit.

And we will strive to emulate the honor and grace he maintained with so many for so long.

He touched us all. ❑

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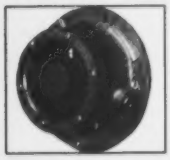

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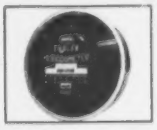

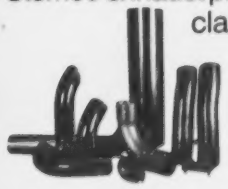

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Banker describes successful fleets

Successful truckload carriers fall into one of four categories, claims Thomas J. O'Bryant, vice president and manager of First National Bank of Chicago's transportation division.

In a presentation at the Interstate Truckload Carrier Conference's recent annual meeting in Nashville, Tenn., O'Bryant described the four types of successful companies as:

- *Gorillas*–large, well-capitalized national fleets which have access to public and private capital markets for debt and equity funds.
- *Gazelles*–niche players who know who they are and how to compete with the "gorillas," which often is to *avoid* competing directly against them.

Gazelles are usually privately owned, generate $15 to $75 million in revenues, and have a low amount of debt compared to equity.

- *Fleets in limbo*–although these carriers are unsure of who they are, they've decided market share growth is imperative. And that growth has been accomplished via debt capital, not equity capital.

As a result, they're vulnerable to drastic changes in the operating environment. And although they're unable to exercise control with their clients like the "gorillas" can, they try to compete head-to-head with those fleets.

Since some of these companies have good management and they're still in transition toward their ultimate position in the industry, they will survive.

- *Free agents*–smaller fleets which can continue to be successful if they relentlessly pursue their goals and remain conservatively financed.

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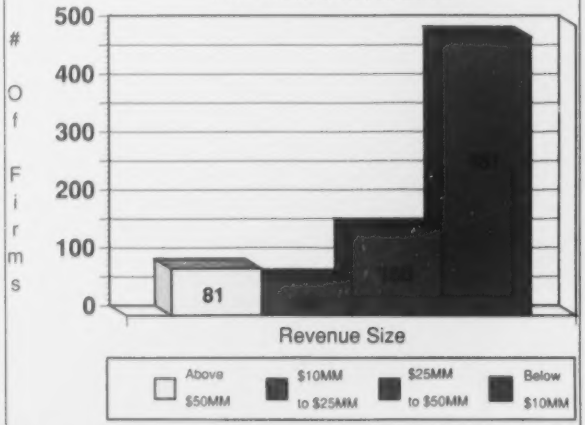
Revenue Categories of the Nation's 775 Truckload Carriers *



** Fleets with a positive net worth, based on 1990 ATA data.*

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Successful fleets

Continued

Which fleets succeed

O'Bryant says successful TL carriers have these nine characteristics:

1. They're religious about service and quality.
2. They know who they are and are successful about conveying that idea to their employees. And, in turn, their workers consistently convey their company's self-image and mission to the market.
3. They keep "raising the bar" in service and financial performance.
4. They constantly reinvest in productive technology and ideas. And they do so at a faster pace than their primary competition.
5. They are relentless in their pursuit of being low-cost. However, when it means improved customer service or line-haul efficiency, they quickly switch to a return on investment philosophy.
6. They make a great effort to determine exactly what their customers really want
7. They only venture into a new business area after they thoroughly studied it and believe they know the boundaries of upside and downside potential. Thus, they know the point where they'll move to cut losses if they occur and do so quickly.
8. They constantly communicate with financial institutions in order to have several sources of capital.
9. They have "informed" faith, not "blind" faith. ❑

J.B. Hunt drivers testing new IBM on-board computers

A new IBM on-board computer system, developed in conjunction with J.B.Hunt Transport Services, is being field-tested by the Lowell, Ark.-based truckload carrier.

In addition to two-way messaging to provide actual arrival and departure times, shipment status reports and automated check calls, the system also features: capturing signatures for electronic forms; a database for permits; weather info; monitoring speed and recording engine information.

The system includes a "ruggedized, puddle-proof" portable terminal that can operate in temperatures ranging from -40°F to 185°F. The 5-lb, 11- x 8.75-in. terminal is equipped with an i386 processor with no disk drives or fans that would wear out, and a VGA touch screen instead of a keyboard.

It also has a docking station to charge the terminal, provide communication links and secure the terminal on board.

Ultimately, the system will be available to all fleets. ❑